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SUBJ/SUBMARINE JUNIOR OFFICER SYMPOSIUM SITREP NUMBER THREE//

REF/A/GENADMIN/COMSUBLANT NORFOLK VA/271420ZSEP18//

REF/B/GENADMIN/COMSUBLANT NORFOLK VA/151829ZJAN19//

NARR/REF A IS SUBMARINE JUNIOR OFFICER SYMPOSIUM SITREP NUMBER ONE. REF B IS SUBMARINE JUNIOR OFFICER SYMPOSIUM SITREP NUMBER TWO// GENTEXT/RMKS/1. THE 2018 SUBMARINE JUNIOR OFFICER (JO) SYMPOSIUM WAS HELD FROM 13-14 SEPTEMBER IN SAN DIEGO IN ORDER TO REVIEW AND EXPAND ON THE 2016 SUBMARINE JUNIOR OFFICER SYMPOSIUM RESULTS. THIS SYMPOSIUM BROUGHT TOGETHER FORCE LEADERSHIP AND JUNIOR OFFICERS FROM EVERY MAJOR HOMEPORT AND SHORE DUTY AREA TO FIND ACTIONABLE ITEMS FOR FORCE IMPROVEMENT.

2. THIS SITREP ADDRESSES THE LEADERSHIP AND MENTORING LINE OF EFFORT (LOE) AND QUALITY OF LIFE LOE FROM THE 2018 JO SYMPOSIUM. THESE PARTICULAR TOPICS CENTERED ON INSPIRED LEADERSHIP AND TIMELY CONSTRUCTIVE FEEDBACK ARE CRITICAL TO OUR FUTURE WARFIGHTING READINESS. IT IS OF STRATEGIC IMPORTANCE AS WE PIVOT THE SUBMARINE FORCE TOWARD WARFIGHTING READINESS WITH NEAR PEER COMPETITORS THAT OUR SENIOR LEADERSHIP TAKE EVERY OPPORTUNITY TO TRAIN THEIR RELIEFS. IT IS NOT GOOD ENOUGH THAT WE MERELY RETAIN OFFICERS; WE MUST RETAIN HIGHLY SKILLED OFFICERS WHO ARE COMMITTED TO FURTHERING OUR PROFESSION OF SUBMARINE WARFARE.

A. JUNIOR OFFICERS DISCUSSED MENTORING AND LEADERSHIP WITHIN THE SUBMARINE FORCE, AND SOUGHT WAYS FOR SAILORS TO GIVE AND RECEIVE 360 DEGREE FEEDBACK TO AND FROM THEIR SUPERVISORS, PEERS, AND SUBORDINATES.

(1) AS DISCUSSED IN THE PREVIOUS JO SYMPOSIUM SITREP (REF B), THE CHIEF OF NAVAL PERSONEL (CNP) ENVISIONED A NAVY-WIDE PERFORMANCE EVALUATION TRANSFORMATION (PET) SYSTEM THAT PROVIDES A SAILOR (OFFICER AND ENLISTED) FEEDBACK FROM MULTIPLE PERSPECTIVES, INCLUDING

SUBORDINATES, PEERS AND SUPERVISORS. THIS NEW EVALUATION SYSTEM PLACES GREATER VALUE ON MERIT OVER SENIORITY OR TENURE. IT ELIMINATES FORCED DISTRIBUTION WITH RELATIVE RANKING AGAINST PEERS IN CATEGORIZED GROUPS WITHIN A COMMAND, AND INSTEAD RATES A SAILOR'S PERFORMANCE ON PAYGRADE-BASED OBJECTIVE STANDARDS. THESE STANDARDS ARE CAPTURED IN TRAIT CATEGORIES THAT REFLECT KEY ATTRIBUTES OF PROFESSIONAL COMPETENCE AND CHARACTER. THIS APPROACH WILL APPLY TO BOTH THE COACHING AND EVALUATION PROCESSES. THE CURRENT TEST PHASE FOCUSES PRIMARILY ON THE COACHING ASPECT. THE MULTI-SOURCE ASSESSMENT AND FEEDBACK (MSAF) TOOL IS A COMMERCIALY DEVELOPED WEB-BASED APPLICATION THAT SUPPORTS THE COACHING PROCESS DESIGNED TO DELIVER CANDID, OPEN AND ACTIONABLE FEEDBACK TO THE SAILOR.

THE MSAF COACHING PROCESS STARTS WITH A SELF-ASSESSMENT THEN COMBINES INPUT FROM SUBORDINATES, PEERS AND THE DIRECT SUPERVISOR TO PROVIDE COMPREHENSIVE FEEDBACK THROUGH VARIOUS PERSPECTIVES TO EACH SAILOR. THE FORMAL EVALUATION (EVAL OR FITREP) TOOL WILL LOOK NEARLY IDENTICAL, BUT WILL INVOLVE ONLY THE RATER, SENIOR RATER, AND THE INDIVIDUAL BEING RATED. THIS PROCESS AND TOOL WILL BETTER SUPPORT COACHING AND COUNSELING SESSIONS THAT WILL ULTIMATELY RESULT IN TIMELY, RELEVANT FEEDBACK TO THE INDIVIDUAL. THE SUBMARINE FORCE IS PLAYING A MAJOR ROLE IN THE DEVELOPMENT OF THE NAVY WIDE POLICY FOR THIS NEW PROGRAM.

(2) JUNIOR OFFICERS ALSO DISCUSSED THEIR PARTICIPATION IN SUBMARINE CULTURE WORKSHOPS. THE GOAL OF SUBMARINE CULTURE WORKSHOP IS TO FOCUS ON COMMUNICATIONS, TRUST AND INTEGRITY IN ORDER TO ENABLE THE COMMAND TO IDENTIFY BARRIERS OR OBSTACLES TO BATTLE READINESS. AT THE CONCLUSION OF EACH SUBMARINE CULTURE WORKSHOP THE WORKSHOP TEAM PROVIDES A REPORT TO COMMAND LEADERSHIP, WHICH PROVIDES A SUMMARY OF FINDINGS AS WELL AS DIRECT COMMENTS OBTAINED FROM SEMINARS AND WRITTEN FEEDBACK FROM INDIVIDUAL SAILORS. ALTHOUGH COMMANDS ARE NOT REQUIRED TO BRIEF THE CREW OF THE DETAILED RESULTS, JUNIOR OFFICERS FEEL THAT THE RESULTS SHOULD BE MORE TRANSPARENT FOR OFFICERS TO IMPROVE PROFESSIONALLY AS A WARDROOM AND INDIVIDUALLY. COMMANDS ARE ENCOURAGED TO PROVIDE THEIR SAILORS THE FEEDBACK FROM THE SUBMARINE CULTURE WORKSHOP FOR PROFESSIONAL DEVELOPMENT. THE CURRENT INSTRUCTION IS BEING REVISED FOR IMPLEMENTATION IN LATE SUMMER 2019 AND WILL RECOMMEND COMMANDING OFFICERS CONDUCT DEBRIEFS OF THE FINDINGS, SIMILAR TO DEBRIEFS CONDUCTED AT THE END OF THE ANNUAL DEOCS COMMAND ASSESSMENT.

B. JUNIOR OFFICERS AT THE SYMPOSIUM DISCUSSED SHIFT ENGINEERS AND HOW TO OPTIMIZE 1120 OFFICER MANNING. IN 2017, THE DEMAND SIGNAL FOR 1120 AND 1110(N) OFFICERS AS SHIFT ENGINEERS INCREASED TO ENHANCE OUR PROTOTYPE TRAINING POSTURE AND IMPROVE THE QUALITY OF LIFE BY ADDING AN ADDITIONAL QUALIFIED SHIFT ENGINEER PER CREW. THREE SHIFT ENGINEERS PER CREW WAS ESTABLISHED TO MAINTAIN OPTIMUM CREW FLEXIBILITY, INCLUDING ALLOWING FOR SIGNIFICANTLY MORE ON-WATCH FLEXIBILITY FOR SHIFT ENGINEERS. TO FURTHER BALANCE THE 1120 FOOTPRINT AT NPTU, A PILOT PROGRAM IS IN DEVELOPMENT FOR ONE DIRECT INPUT OFFICER (DIO) PER CREW TO QUALIFY PNEO WITH THE GOAL OF EVALUATING ONLY HAVING TWO 1120 SHIFT ENGINEERS PER CREW SUPPORTED BY A THIRD PNEO QUALIFIED DIO.

C. JUNIOR OFFICERS DISCUSSED HOW TO INSTILL A CULTURE OF PROFESSIONALISM OF WARFIGHTING FROM THE START OF THEIR CAREERS.

(1) TO ENHANCE AN OFFICER'S PROFESSIONAL DEVELOPMENT, AND TO PROMOTE HEALTHY COMPETITION AND INNOVATION WITHIN SUBMARINE SQUADRONS, JUNIOR OFFICERS FROM THE SYMPOSIUM DISCUSSED THEIR DESIRE FOR HEAD-TO-HEAD TRAINER COMPETITIONS WITH OTHER SUBMARINES IN THEIR SQUADRONS. THE NAVAL SUBMARINE SCHOOL IN GROTON ALREADY HAS THE CAPABILITY TO CONNECT MULTIPLE ATTACK CENTERS. SINCE THE SYMPOSIUM, PEARL HARBOR HAS ALSO GAINED THIS CAPABILITY. TO ALIGN WITH THE COMMANDER'S INTENT FOR THE SUBMARINE FORCE, COMSUBLANT/COMSUBPACINST 3502.2 (PROMULGATED IN APRIL 2019) DIRECTS POLICY TOWARDS WARFIGHTING COMPETITIONS BETWEEN SUBMARINE CREWS. THE POLICY INCLUDES ASW, ASUW, OR ASW/ASUW COMPETITIONS REFERRED TO AS "FIGHT CLUB," AND MENTAL GYM COMPETITIONS. THE INSTRUCTION DETAILS SPECIFICS ON COMPETITION SCHEDULING, SCORING AND REPORTING. EFFORTS ARE UNDERWAY TO IMPLEMENT THE COMPETITION CAPABILITY AT SCHOOLHOUSES IN ALL OTHER HOMEPORTS AND WILL BE COMPLETED OVER THE NEXT SEVERAL YEARS.

(2) THE PATHWAYS TO SUCCESS PAMPHLET IS A KEY DOCUMENT EVERY JUNIOR OFFICER RECEIVES WHEN REPORTING ONBOARD THEIR FIRST SUBMARINE, AND IS AVAILABLE ON THE PERS-42 WEBSITE. THE PAMPHLET CONTAINS INFORMATION ON SUBMARINE HISTORY, OFFICER CAREER PATHS, GRADUATE EDUCATION, INCENTIVE PAYS, AND RESOURCE INFORMATION, BUT DOES NOT INCLUDE THE ASPECTS OF WARFIGHTING THAT ARE CENTRAL TO OUR PROFESSION. THE NEXT REVISION TO THE PATHWAY TO SUCCESS PAMPHLET WILL CONTAIN THESE ELEMENTS OF WARFIGHTING TO INSTILL PRIDE AND VISIBILITY ON THE PROFESSIONAL WARFIGHTING NATURE OF OUR CRAFT. PERS-42 IS IN THE DEVELOPMENT STAGES OF CREATING A "CAREER CARD" FOR COMMANDS TO USE IN MENTORING JUNIOR OFFICERS ON QUALIFICATION GOALS, CAREER GOALS AND MILESTONES. ONCE COMPLETED, THE CAREER CARD WILL BE A DOWNLOADABLE DOCUMENT, WHICH WILL BE CUSTOMIZABLE TO EACH OFFICER BASED ON THEIR COMMISSIONING DATE AND REPORT DATE. THE CAREER CARD WILL SERVE AS AN INDIVIDUALIZED SUPPLEMENT TO THE PATHWAYS TO SUCCESS PAMPHLET TO AID IN CAREER DECISION MAKING.

D. TO CONTINUE IMPROVING OUR SUBMARINE FORCE, A JUNIOR OFFICER RETENTION SURVEY WILL BE DISTRIBUTED IN THE SUMMER OF 2019 TO:

(1) SPOT CHECK HOW WE ARE DOING AND PIVOT THE FORCE TOWARDS WARFIGHTING READINESS THROUGH THE EYES OF OUR JO'S;

(2) IDENTIFY POTENTIAL POLICY CHANGES TO BETTER RETAIN THE MOST TALENTED SUBMARINE JUNIOR OFFICERS, WHILE MEETING RETENTION REQUIREMENTS. THIS SURVEY, ALONG WITH THE HEALTH OF THE FORCE SURVEY (ALSO BEING ADMINISTERED SUMMER 2019) ALSO CONTAINS QUESTIONS PERTAINING TO SPOUSES AND THE IMPACT OF NAVY CULTURE ON THEIR LIVES.

THE 2019 JUNIOR OFFICER RETENTION SURVEY WILL BE ANNOUNCED VIA OFFICIAL NAVY MESSAGE, AND WILL BE ACCESSED BY A DOWNLOADABLE LINK VIA MAX.GOV.

E. TO RECEIVE A MORE HOLISTIC PERSPECTIVE ON SUBMARINE FORCE ISSUES, JUNIOR OFFICERS RECOMMENDED HOLDING DEPARTMENT HEAD SYMPOSIUMS ALONG WITH JUNIOR OFFICER SYMPOSIUMS. PERS-42 AND N133 ARE CONSTRUCTING THE FORMAT AND LINES OF EFFORT TOWARDS THE FIRST DEPARTMENT HEAD SYMPOSIUM, TARGETED FOR EARLY 2020. FOLLOW ON SITREPS WILL BE TRANSMITTED TO SOLICIT VOLUNTEERS FROM COMMODORES.

F. ALTHOUGH MONETARY INCENTIVES WERE A MINOR CONCERN OF THE JUNIOR OFFICERS ATTENDING THE SYMPOSIUM, THERE WERE IMPACTFUL DISCUSSIONS ON HOW THE SUBMARINE FORCE COULD MORE EFFECTIVELY USE THE NUCLEAR OFFICER BONUS AND INCENTIVE PAY (NOBIP) PROGRAM TO RETAIN OFFICERS.

STARTING IN FY21, THE NUCLEAR OFFICER CONTINUATION BONUS (COBO) WILL BE STRUCTURALLY TIERED BY INITIAL CONTRACT LENGTH AND YEARS OF COMMISSIONED SERVICE (YCS). SPECIFICALLY, A JUNIOR OFFICER'S FIRST CONTRACT RATE PER YEAR WILL DEPEND ON THE LENGTH OF CONTRACT SIGNED (I.E., A SEVEN YEAR CONTRACT RATE WILL BE HIGHER THAN A FIVE YEAR CONTACT RATE, ETC.). ALL FOLLOW ON CONTRACT RATES WILL BE BASED ON THAT OFFICERS YEARS COMMISSIONED SERVICE (I.E. AN OFFICER AT 12 YCS WILL BE ELIGIBLE FOR A HIGHER COBO RATE THAN AN OFFICER AT THEIR 10 YCS POINT). YOUR FEEDBACK ON THIS PROPOSED STRUCTURE IS HIGHLY DESIRED AND QUESTIONS ON THIS WILL BE INCLUDED IN THE 2019 SUBMARINE JO SURVEY.

3. THE 2018 SUBMARINE JO SYMPOSIUM REPORTS - VADM RICHARD AND RDML CONVERSE SEND.//